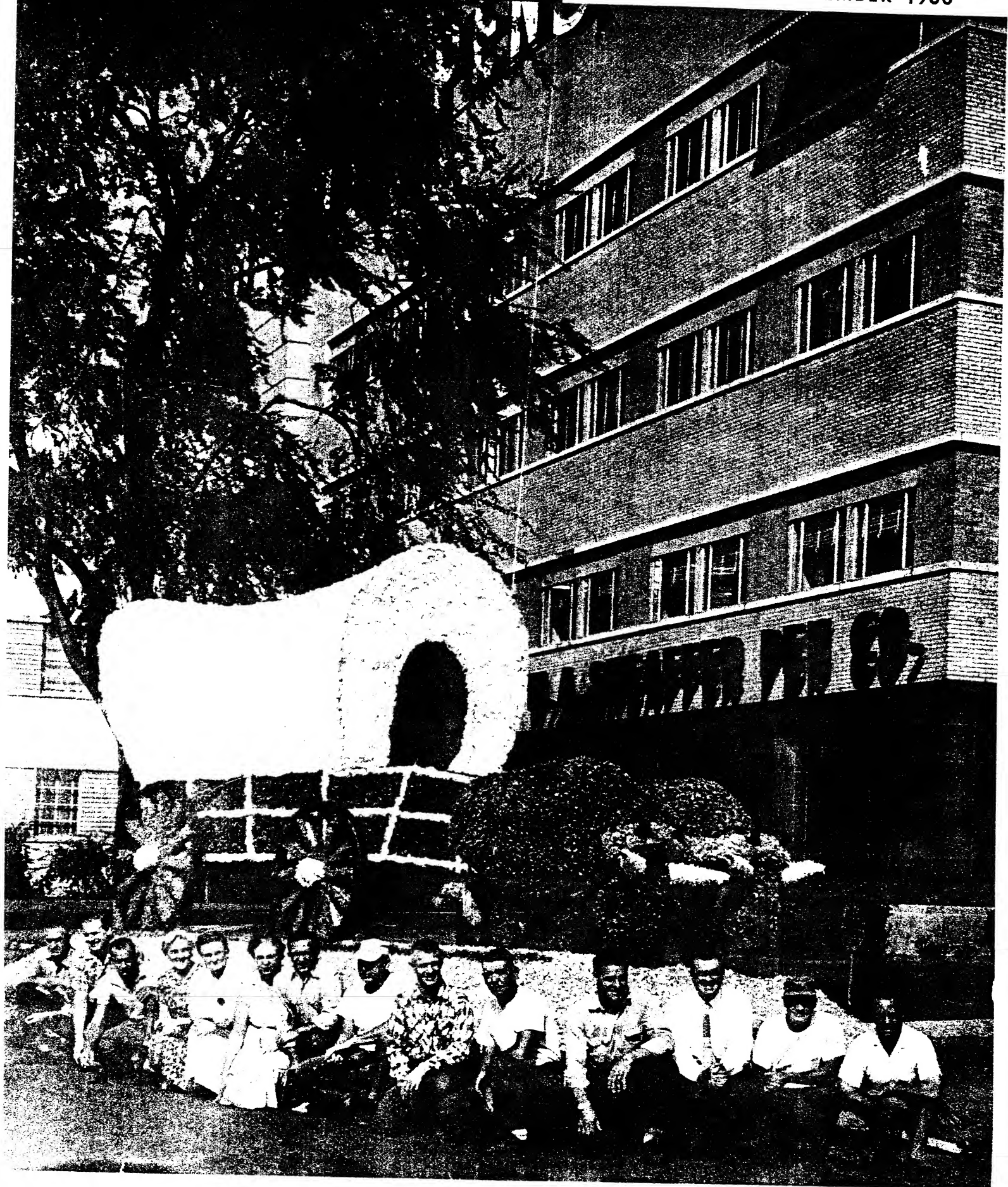


SHEAFFER'S

# Review

SEPTEMBER 1960



# SHEAFFER'S

## REVIEW

Vol. 13      September      No. 8

Published Monthly in Fort Madison,  
Iowa, U. S. A., for

W. A. Sheaffer Pen Company People  
Throughout the World

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Industrial Editors

EDITOR - - - DICK PRIEBE

### On The Cover

Our Sheaffer float had not yet won first place in the annual Rodeo parade competition when this picture was taken, but the employee committee already had ample reason to be proud of its efforts. As in previous years, the float was designed and constructed by the employees, using \$125 allocated by the Activities Committee. Left to right are Ralph Gibbs, Ray Wilson, Jim Waterman, Inez Coleman, Pearl Britton, Clara Burch, Bill Grigsby, Harold Lightfoot, Bill Groene, Kester James, Ken Hart, LeRoy Super, Les Moore and Bernard Groene.

### News Notes . . .

With one opportunity remaining—the November general election—a large number of employees are in a position to win the \$250 bonus prize in the Election Prediction Contest. In addition, a \$50 first prize is on tap for the November contest itself.

As announced, the purpose of the contest is to stimulate interest in elections and to encourage all employees to exercise the voting privilege. In this regard, the contest committee was highly pleased to receive the following note from one employee group:

"It's time to thank the company for arousing interest in the forthcoming general election. We think the election contests have been a real booster for a lot of us.

"We know we have read and listened more to speeches than ever before. We feel more like saying, 'let's all get out and vote when the time comes.'

"We have one more contest coming up. Let's all play the game. This way, we'll know more about the men we're hoping will win."

"If you're going to Elections are so important these days. It's not enough to just vote. You should know what you're voting for."

### From the editor's notebook . . . .

(ED. NOTE—The following letter was written to all employees by Prof. Herman Garrett of the University of Houston. For three weeks during July and August, Mr. Garrett visited us under a fellowship program whose purpose is to create greater understanding and cooperation between industry and education. He studied our operations carefully and talked with managers and employees from many departments.)

**Y**our way of earning a living is a most fascinating one. You are among the half of all gainfully-employed Americans working for corporations. My three-week visit with you, which was arranged by the College-Business Exchange Program, has been wonderful experience. May I share with you a few excerpts from my notes?

In this modern world it is nearly impossible for one person to acquire the needed capital to own and operate a large business such as Sheaffer Pen. By organizing a corporation as Mr. W. A. Sheaffer did, it is possible to accumulate funds from people like you and me through the sale of corporate stock. It is common for corporations to have more stockholders than employees.

The American corporation has become a symbol of our dynamic economy. More than one of every five businesses in the United States is a corporation, and one of every seven employed individuals in the United States owns shares in one or several of the 700,000 corporations of the country.

Management of a modern corporation like yours is also fascinating. The trend in the large corporations is for a team of managers to supplant the one-man management so common in Mr. W. A. Sheaffer's day.

As a result, the emergence of management as a profession is probably one of the most important developments in modern business. The management of your company rests largely in the hands of salaried professional managers who make the day-to-day decisions within the broad policies laid down by the directors elected by your stockholders.

It was interesting to me to observe the manner in which your professional managers make decisions. They are obviously conscious of their responsibilities to stockholders, employees, customers and the public. If they make wrong decisions and Sheaffer fails to make profits, all of these groups suffer. I was glad to observe that Sheaffer management is definitely not a one man show, nor even the show of a few men, but instead that policies are formed by various groups of individuals, including your WASPCO Council.

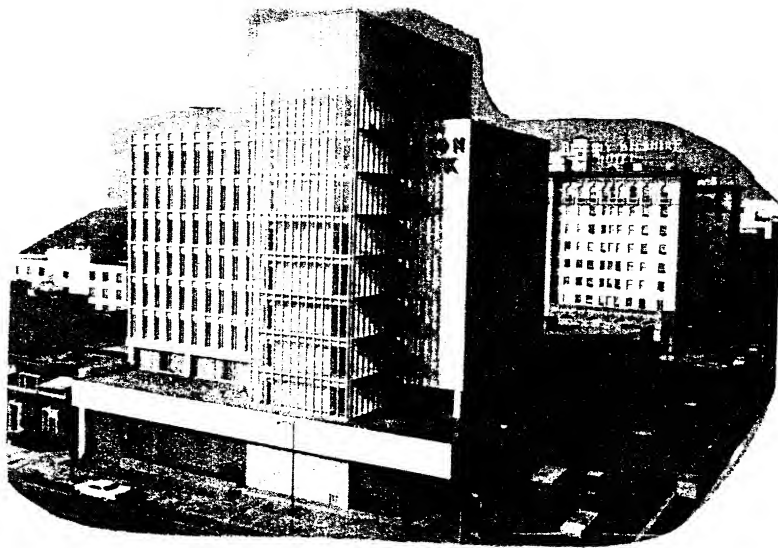
That our modern way of doing business is far superior to that of 25 years ago can be attested to by those of you who finished high school about the time I did in 1938. We could rather work for the Sheaffer Pen Company of today or, as I do, for the University of Houston—a public corporation—than do whatever we did 25 years ago to earn a living. Herding cattle, as I have done on the West Texas Plains at night in a raging blizzard or blinding sand storm, pulling cotton bolls on a hot sultry day, or clerking in a retail store for 10 cents an hour to pay college expenses is not nearly so satisfactory as working, as you and I do, in clean air-cooled factories or offices.

We don't want to go back, do we? We want the present system to continue to provide us with more of the wonderful luxuries of this world, which it certainly is likely to do. We must keep producing quality merchandise—such as your PFM pen—and services and qualified people to distribute them so we can maintain, and improve, the wonderful standard of living to which we have become accustomed.

Yours is a fine way of life and a contribution to the American standard, and I am grateful I had an opportunity to share it with you.



Professor Herman Garrett



## Sheaffer Sales Offices . . . Headquarters for Western Region Are in Los Angeles

The headquarters office for our Western Sales Region is located in Los Angeles in the recently constructed Union Bank Building (picture above courtesy of Del E. Webb Construction Co. of Los Angeles, general contractor).

The office staff includes Dick Mulhaupt, regional sales manager for the Retail Division; Dick Wagner, regional sales manager for the Popular Price Division, and secretary Charlene Christy.

The field activities of Retail and Popular Price salesmen from 11 states and parts of four others are directed from the Los Angeles office. States completely in the region include Washington, Oregon, California, Arizona, Nevada, Utah, Idaho, Montana, Wyoming, Colorado and North Dakota. States partly included are Minnesota, South Dakota, Nebraska and New Mexico.



Charlene Christy, Secretary

*(ED. NOTE—This is the first in a series of stories on our regional offices. In future issues, we will move east to the Dallas office, the Chicago office and the New York office.)*



Dick Mulhaupt, Sales Manager  
Retail Division



Dick Wagner, Sales Manager  
Popular Price Division

Behind the Scenes in Marketing . . .

# Anatomy of an Ad Program

For Home and Office



PHASE II—Continuing Gift Series. This will consist initially of 1/2 page ads such as that above in 12 issues of New Yorker and six issues of Sunset, a leading west coast publication. It is based on the fact that everyday is a gift buying occasion for someone and is planned for a year 'round schedule. A high key black and white photographic approach is used to set off the merchandise, which will include pens and desk sets.

PHASE III—Selling the Idea of Writing with a Fountain Pen—Statements about fountain pens in the actual handwriting of prominent personalities will be used in ads like this in 12 issues of Time Magazine. Lady Sheaffer pens at the \$5 price bridge and PFM pens will be shown. The space unit takes unusual and novel use is made of a second color—a blue ink—of Sheaffer writing fluid in the handwritten statements.

Love for the ladylike pen that goes right to an ink bottle.

**SHEAFFERS**

Give him the bold new pen designed especially for men.

**SHEAFFERS**

PHASE I—Selling the Men's Pen to Men and the Women's Pen to Men as a Gift. Five leading men's magazines—Sports Illustrated, True, Esquire, Playboy, Field & Stream—are being utilized for 1/2 page advertisements on the PFM pen and for twin bed ads on PFM pens and Lady Sheaffer pens, such as that shown above. This space unit provides the impact of a double spread at less cost.

**SCIENCE**

**Project Hydra**

Close to the Mystery

**SHEAFFERS**

PHASE IV—Showing Customers "How to Play Santa"—Ads like this will be used in flights of four to an issue in December issues of Sports Illustrated, Sunset, Ladies' Home Journal, New Yorker, Esquire and Ebony, and in three December issues of This Week, Parade, Family Weekly and seven independent Sunday newspaper supplements. Each ad in the flights of four will show a different product at a price between \$5 and \$25. Concentrated in the weeks immediately before Christmas, the series utilizes frequency and repetition to provide impact at the peak of the Christmas selling season, when an estimated 40 to 60 per cent of the retail pen business is done. Price is in the headline because, at this time of year, customers want to know the best gift they can get for pre-determined prices. The "How to Play Santa" theme is tied in with window and counter displays for dealers.

He was a champion of justice

*[Faded, illegible text from a newspaper clipping]*

How to play Santa for \$500



PHASE IV—Showing Customers "How to Play Santa"—Ads like this will be used in flights of four to an issue in December issues of Sports Illustrated, Sunset, Ladies' Home Journal, New Yorker, Esquire and Ebony, and in three December issues of This Week, Parade, Family Weekly and seven independent Sunday newspaper supplements. Each ad in the flights of four will show a different product at a price between \$5 and \$25. Concentrated in the weeks immediately before Christmas, the series utilizes frequency and repetition to provide impact at the peak of the Christmas selling season, when an estimated 40 to 60 per cent of the retail pen business is done. Price is in the headline because, at this time of year, customers want to know the best gift they can get for pre-determined prices. The "How to Play Santa" theme is tied in with window and counter displays for dealers.

PHASE  
issue:  
Depa  
follow



**AS OUTLINED** in the August Review, there are five phases to our retail Christmas ad program, and they are illustrated and described with the sample ads accompanying this article. Each has its own special objectives, but fits in as part of an overall plan.

The plan is based on the fact that all advertising should meet a specific need. In creating our ad program for the Christmas season, we felt there were three such needs.

The first was the old one of stretching the budget—getting the greatest advertising impact for the fewest dollars. In general, we decided we could do this budget stretching most effectively through using smaller space units with greater frequency.

Second is the need to sell the unique advantages of fountain pen writing to the consumer—and to sell them hard and convincingly. Furthermore, in the all-important gift market, we must not only sell the desirability of Sheaffer fine quality fountain pens over all other pens, but over

all other gift items as well. We are meeting this need through continuous advertising that stresses the benefits and advantages of fountain pen writing, by peaking our advertising as we approach Christmas and by designing Christmas advertising that sells fountain pens as highly desirable gifts in various price categories.

The third need is to effectively show dealers the substantial sales and profit opportunities in fine quality fountain pens. We cannot dodge the impact of low-cost ballpoints or the fact that some dealers feel the quality fountain pen has a limited future. We are meeting this need through continuous and unique trade advertising that shows dealers we have confidence in the market and are providing tailor-made sales programs to help them through the sales valleys as well as the peaks.

The key words in developing our ad program were (1) selectivity, (2) impact and (3) a "Sheaffer look."

It is logical to follow our plan of selective distribution with a program of selective advertising. In studying sales markets, we determined that 25 or 30 areas account for a high percentage of our national sales, and we are allotting the largest share of dollars to markets where the largest share of business is. Also, we want to reach the people who

*(Continued on page 8)*

Program. The eight-page ad shown below appears in the September leading trade publications—Jeweler's Circular Keystone, National Jeweler, Economist, Geyer's Dealer Topics and National Stationer. It will be repeated in October and November, a full page in December

and two page spreads in January and February. Through the entire campaign, the same central figure, whom we have named "Garvey," will be shown. It is the largest trade program in Sheaffer history, aimed at telling the fountain pen world about our complete new marketing program for fine writing instruments.



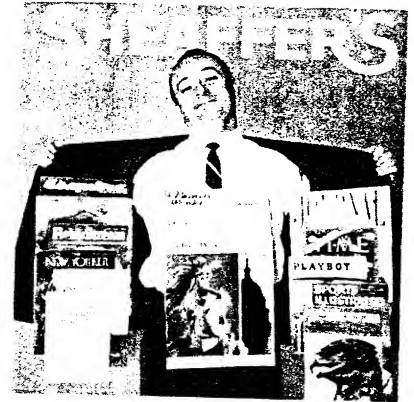
Garvey: a head for business



Some people say "ballpoints have cornered the pen business."



You enjoy as much net profit from one Sheaffer #15 fountain pen as from seventy-five ballpoints.



Advertising and promotion materials help you sell.

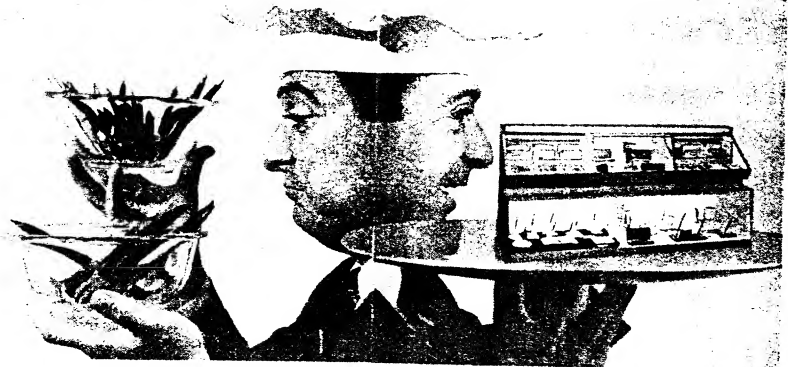
Garvey: helping wide-awake dealers

get a profitable share of the quality pen market



Garvey: introducing you to a new sales program "custom tailored" for your business.

Two sales success recipes from Sheaffer's



Separate quality pens from low priced merchandise.

Build quantity displays.

“GOVERNMENT COMPETITION with private business” is a phrase we have all read (or heard) but it means very little unless we can break it down in terms of your pocketbook and mine.

It costs all of us money whenever our federal government engages in competition with private enterprise. A few people are always benefited when government runs a business which private enterprise could run just as well, but the big majority of us pay for the special advantages of the few.

A classic example is the TVA. It is not too unpleasant to live in the realm of the TVA authority and have low rates for electricity. TVA does not pay any taxes. Not, that is, in the sense that you and I pay them.

You in Fort Madison and my neighbors and I in the Rockville, Maryland, community are subsidizing our good friends in Tennessee. They may get mad at us for saying so, but it is true.



You might say, “Why don’t we have TVA’s all over the place?” You might say, “What’s wrong with the federal government taking over all the power systems?”

That, of course, would be socialism, and socialism is not necessarily a naughty word. A lot of sincere people think it could work. Trouble is, it can’t. I was in England when the socialistic government took over, and I was there long enough to see it fall flat on its face. Socialism just can’t work unless there is a “George” who will pay its bills.

In this country, we have had a few little random flirtations with socialism, and the “George” who pays the bills is you and me. Put us all under socialism, and where is George?

The mildest form of socialism is what we have learned to call “federal aid.” Ever stop to think that the federal government has no money except what it collects from those of us who work in free enterprise jobs — either as employees or employers?

Stop to think of that for a minute, and we can see very clearly that “federal aid” cannot possibly be anything more than our own money returned to us — less the cost of collecting it — and less the cost of disbursing it. In other words, federal bureaucracy charges a brokerage fee at both ends. Obviously, it has to.

I don’t like figures too much, but at this point a few are necessary. Our federal government today competes with private business by operating about 20,000 commercial facilities.

Government-owned electric facilities account for one out of every four kilowatt hours. There are more than 100 federal insuring, lending and guaranteeing agencies. At this very moment, direct loans by the federal government have reached a total of about 23 billion dollars and guaranteed and insured loans an additional 82 billion dollars.

You and I could say, so what? Isn’t it nice to get a

## *Government in Business . . .*

# ‘The George Who Pays The

By **GERALD MOVIOUS**

direct loan from the government or have the government guarantee a loan? The interest rate might be lower.

Which would be just dandy (maybe) if we didn’t have to support a huge government machinery to administer those loans.

The cost of that machinery comes out of our pay, and you don’t have to be a mathematician with a slide rule to figure out that if the government were not in competition with private financing agencies, our pay would not only be more than it is now, it would be worth more.

Let me repeat:

At every level of government competition with

*ED. NOTE—This is the third in a series of articles on major national issues written exclusively for the Review.*

business, the broad mass of taxpayers are subsidizing other citizens. I am tired of that, for one.

Over the years, of course, many attempts have been made to come to grips with what is a problem of sheer waste. Way back in the early 1930's a Congressional committee reported that the government was still operating more than 200 World War I-created business enterprises although the Armistice had been signed 14 years before. These enterprises were as useless as a third car.

After the Second World War, the Congress instructed the first Hoover Commission to check on all government interference with private enterprise. Which it did. A conspicuous success in this connection was the final liquidation of the Inland Waterways Com-

mission, which had a perfect 33-year record of losing taxpayers' money—yours and mine.

The second Hoover Commission is of very recent date, and was (as you know) completely nonpartisan, impartial and almost judicial. Had its recommendations been followed—which they were not except in minor degree—our paychecks would be higher because our tax deductions would be less. Too many of the commission's recommendations are gathering dust in Washington bookshelves, and I may assure you personally that it makes many bureaucrats quite nervous when they are asked point blank what they have done about this or that suggestion.

Obviously, the little bureaucrat down here is not to blame for everything. Our members of Congress, all too often, resist every effort to eliminate or curtail a government "business" in their own districts. Selfish, but human.

Direct competition with private enterprise is the *obvious* end of "government in business." There are hidden ways in which government thwarts the give-and-take of the free market system. And that give-and-take is our real protection against higher prices and higher taxes, with less freedom of operation.

We have a plethora of "controls" on free enterprise already. More are threatened—and the answer is, as always: it all depends on the Congressmen that you and I elect.

## The Question Box

**QUESTION:** "If you were talking with an employee from a Russian industry, what would you cite as the greatest advantage of working in America?"



**BOB SAAR, Tool & Die**—I think working conditions, such as an eight hour day with time and a half for overtime, representation of workers in company council meetings, and the right to seek employment in any part of our United States.

**PATRICIA STAUFFER, Patent**—The vast opportunities for choosing a job that best suits both our abilities and interests.



**WILLARD PHILLIPS, Tool & Die**—From what we hear, I wouldn't want to trade places with a factory worker in Russia. With our Democratic government and freedom of speech, I feel as though the money I earn I can spend as I please.

**ELVERA BRINK-SCHROEDER, Plastic Fab**—The skilled and unskilled labor are paid the same wage in Russia, whereas in the United States, the skilled labor is paid more, which gives me a better opportunity for a prosperous life.



**SHIRLEY THIEM, Public Relations**—Your freedom to work where and when you wish.

**FORREST KETCHAM, Service**—You have the privilege of changing jobs any time you so desire.



## Bill is You and Me'

**VOTE—but**  
  
**DON'T VOTE IN THE DARK**  
 Study the ISSUES and the CANDIDATES and then decide where you stand

### Voter's Check List

- Be sure you're registered. The deadline for registering to vote in the November general election is October 29.
- Know the issues.
- Look at the records of the parties and candidates.
- Talk up the need to register and vote.
- Decide for yourself.
- Allow time to vote. Make a date with yourself—AND KEEP it.
- Were you one of 40 million eligible Americans who didn't vote in the last presidential election?
- An average of one vote per precinct has decided many major elections. It could be yours. Your vote is important.

W. A. SHEAFFER PEN COMPANY  
 301 Avenue H  
 Ft. Madison, Iowa  
 Return Postage Guaranteed

Frank R. Loscher  
 1323 Avenue D  
 Ft. Madison, Iowa

Bulk Rate  
 U.S. POSTAGE  
 40 PAID  
 Ft. Madison, Iowa  
 PERMIT No. 12

## Completed Die is Ready for Customer



TOOL AND Die employees Siegfried Weiler (left) and Glen Benda (right) check a completed progressive die with chief engineer Larry Holdgrafer. The die is the last of five built for Western Electric of Omaha, Neb., one of many outside customers served by the Tool and Die Division.

## Anatomy of an Ad Program

(From page 5)

are the best and quickest potential customers for fine quality fountain pens and to select the merchandise that allows us to advertise the right product in the right medium at the right time.

The Sheaffer look, as you'll notice from the accompanying examples, is a clean look, a quality look, an uncluttered look. The only logotype displayed is the word "Sheaffer's." Research has shown us time and again that people prefer to buy familiar things. "Sheaffer's" is a familiar name to anyone who knows anything about pens; more than any other single element we could put in our ads, the word brings to the reader's mind the image of quality and dependability.

## Sheaffer Good Neighbors . . .

Of the many Fort Madison residents who contributed time and effort to this year's Rodeo, Jim Emerson ranks high among the most hard working. As general chairman, he was responsible for coordinating all of the varied activities which go into making the Rodeo a success. This was Jim's first year in the top post, but he had previously served twice as chairman of the advertising and publicity committee. Golf is Jim's favorite hobby—he shoots a highly respectable "low 80s" score and was a top winner this year in the Country Club doubles tournament. A supervisor in Office Services (Mailing, Addressograph and Steno), Jim has

been an employee for 26 years. Mrs. Emerson (Thelma) is also an employee—in the Service Department (see Service Anniversary Column).



## Service Anniversaries

### — 5 YEARS —

Martha Adkins . . . . . Credit  
 Ann Dodge . . . . . Payroll  
 Kenneth Mattson . . . . . Salesman  
 Geary Simpson . . . . . Org. & Planning

### — 10 YEARS —

Vernadine Burris . . . . . Shipping  
 Rose Brockman . . . . . Shipping  
 Iona Nichols . . . . . Metal Fab  
 Estella Nixon . . . . . Metal Fab

### — 15 YEARS —

Lucille Clark . . . . . Executive  
 Karl Dinnauer . . . . . International  
 Goldie McDaniel . . . . . Service  
 Kenneth Milton . . . . . Tool

### — 20 YEARS —

Douglas Duncan . . . . . Screw Machine  
 Earl Francis . . . . . Engineering

### — 25 YEARS —

Elmer Kutscher . . . . . Screw Machine

### — 30 YEARS —

Thelma Emerson  
 Service



### — 40 YEARS —



Harry Wehmeyer  
 Plating

## Coffee Breaks Waning

The coffee break or rest periods we have at Sheaffer Pen are becoming a rare benefit in industry. In 1957, 14 per cent of factory workers were given such time off. Today, the figure is only 5 per cent. Of these, less than half get two breaks a day.

*Sheaffer Review*